**EXECUTIVE COMMUNICATIONS WORK SAMPLE: LEADERSHIP MEMO**

***Client:*** *A Mexico-based company whose mission is to manage “back office” operations (Human Resources, Marketing, Accounting, etc.) for the Mexican headquarters of multiple American manufacturing companies.*

***Deliverable****: A memo from company leadership to its clients*

***Purpose:*** *To describe its ability to provide innovative services by sharing an example in which it designed a customized solution for an existing client*

***Note:*** *Company and individual names have been redacted for privacy purposes.*

Dear Clients:

At NAME REMOVED, our goal is to find innovative solutions to our clients’ most challenging problems. As you look for new ways to grow your business, please consider partnering with us to find an optimal solution. The story below illustrates a unique way we were able to help a client hire the right talent to meet their growth objectives.

**The challenge**

* *Our client had recently been acquired by another company. The leadership team of the new entity, keen to grow quickly, wanted to manufacture their products in one of the newly acquired company’s facilities in Zacatecas.*
* *The acquiring company had previously manufactured this product in the Chihuahua area but wanted to transfer manufacturing to Zacatecas due to cheaper labor costs.*
* *Hiring talent in Zacatecas with the right electrical technician skillset to perform the machine operations for the product was difficult; there were simply not enough technicians in the Fresnillo/Zacatecas area with the appropriate training to perform the work.*
* *Without the necessary talent and skills, the work could not get done and the new entity’s plans for growth would be stalled.*

**The solution**

* NAMES REMOVED came up with several potential ideas, including bringing talent from other cities and training existing employees to do the technical work to perform the new tasks.
* These ideas had some inherent challenges so instead they came up with a truly innnovative solution: to partner with a technical school in Fresnilo and train students on the skillsets that were needed to perform this specific manufacturing work.
* Students in their last semester were eligible to apply, and 20 were selected. NAME REMOVED partnered with the government to provide scholarships to pay for the students’ last three months of school. Each student received a government subsidy of 5,760 pesos per month for three months.
* Students studied Monday – Thursday in school. On Fridays and Saturdays, they worked at the facility 8 hours per day, acquiring essential on-the-job training.

**The results**

* The initial training program has now finished, and currently 18 technicians are working at the facility.
* On August 1, they became full-time employees of the client.
* This new initiative has saved our client money and shortened the amount of time to train staff for this position. Performing this work previously required three full-time employees, and now two technicians are able to get the same job done.
* Because these technicians come to the role with a broader skillset, they have more flexibility and can perform more functions.
* The objective of finding talented technicians to meet the growth goals of our client has been accomplished.

Through our influence and experience, our team at NAME REMOVED was able to collborate with the government and the technical school to come up with a unique and effective solution for our client.

If you have unique challenges to solve, please let us know.

Sincerely,

NAME REMOVED Leadership Team